

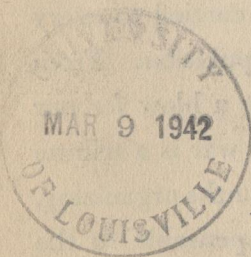
**THE
PLEDGE
CAMPAIGN**

**Information and Suggestions to Chairmen and Administrators,
State and Local Committees of the Defense Savings Staff**

PLEASE READ CAREFULLY



**Defense Savings Staff
United States Treasury Department
Washington, D. C.**



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Foreword

WE ARE A NATION AT WAR. Our lives, our liberty, our sacred honor are at stake. Dictatorships of extraordinary ruthlessness have invaded our outposts and imperiled our security and way of life. Americans everywhere have sprung to the Nation's defense, and are girding for the struggle.

Manpower is being mobilized for our armed forces. Our industries are mobilizing the tools for war. The United States Treasury is mobilizing money, the indispensable "sinews of war."

In this essential work, the Defense Savings Staff has the responsibility—and the opportunity—of conducting a great America-wide Canvass to recruit dollars from the people to preserve, protect, and defend the Nation. This great program is now ready to be launched throughout the Nation. It will be carried to every city and town, every village and hamlet, every group in our population. From everywhere there will be ready response—for we will be striking a blow for our country. That we are ready to strike this first great blow of the war is a tribute to the efforts you men in the field have put forth in the past few months organizing, enlightening, and preparing your workers for a task now indispensable to the vast war efforts of our united people.

HENRY MORGENTHAU, JR.,
Secretary of the Treasury.

I M P O R T A N T

It is recognized that States with many large firms requiring a vast army of volunteers in the contact, installation and follow-up on Payroll Savings may have a problem as to when their canvass shall take place.

The Pledge Card Canvass can be used to stimulate participation in Payroll Savings Plans and to create additional requests for such plans. If, despite these considerations, the State Administrator and State Chairman conclude that the adoption of the Pledge Card Campaign at this time would in any way confuse or delay their Payroll Savings work, they should select a later date.

Discretion as to *how the canvass shall be conducted*, as well as when it shall take place, will be left to the State Administrator and State Chairman.

It is hoped, however, that most States will avail themselves of this program at an early date.

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This pamphlet is issued to give detailed suggestions as to how the objectives of the Pledge campaign can be reached promptly and successfully. The suggestions it contains are designed to be of assistance to the field force of the Defense Savings Staff in planning, programming and administering a Nation-wide canvass of all persons of regular income, to promote savings for defense.

The purpose of the canvass is to secure a signed Pledge of cooperation from every receiver of regular income in America—a Pledge assuring that each person gainfully employed will systematically buy Defense Bonds for the duration of the war, either through Pay-roll Savings Plans, bank draft plans, or some other form of systematic investment. Tens of millions of Americans should sign these pledges.

In general, the information and suggestions contained in this booklet are believed to be applicable to most of the local problems likely to be encountered. It is recognized, however, that the types of committee organization vary among the States and that in almost every locality there exists a difference in local conditions to be met.

It is felt, therefore, that the field force supervising the canvass should regard the instructions herein as suggestions rather than inflexible orders. They can and should be adapted or modified to meet the individual communities' needs.

The Purposes of the Pledge Campaign

THE TREASURY DEPARTMENT BELIEVES that this nation-wide canvass will serve the following purposes:

1. To secure, from every person in the United States who receives regular income, a signed agreement to purchase Defense Bonds under a systematic and continuing plan which, irrespective of all other means of financing the war, is absolutely vital to our armament program, our fiscal program and our economy now, as well as during the post-war period.
2. To obtain a comprehensive record of the number of persons who, prior to the canvass, were pursuing a systematic plan of buying Defense Bonds, and the extent to which they intend to pursue the plan. To ascertain from those who have not already embarked on a systematic plan of buying Defense Bonds the amounts they will regularly lend to the Government for the duration of the war.
3. Through the effective method of personal approach, to carry information concerning Defense Bonds to every person in the nation receiving regular income. It is believed that the campaign's promotional value alone will justify the effort devoted to it. Equally important with these goals are certain collateral objectives which the Pledge campaign can accomplish:
 - a. It will serve as a sort of trial run for our entire organization working together at top speed on a common problem.

Weak spots in State and local committees may be revealed and at the same time strengthened under the pressure of doing a specific task in a limited time.

Communities in which no Defense Savings Committees now exist will necessarily have to complete their organization immediately.
 - b. It has been one of the objectives of the Defense Savings program from

the beginning to so extend our organization that it will reach into every nook and cranny of the Nation. It has been our purpose to enlist the cooperation of outstanding citizens, not only in every State and local community, but among every group of people who might possibly buy Defense Bonds and Stamps according to some systematic plan.

It is not enough to present our program over the radio, in the press, and through other channels of publicity. Important as this publicity is, the ultimate success of the Defense Savings program will depend upon the person-to-person promotional work that is done from day to day, week to week, and month to month for the duration of the war. To carry on this "grass roots" promotional activity, it is vitally necessary that Defense Savings Committees or Defense Savings representatives be appointed to take responsibility for a limited number of people and to see to it that they invest as much of their current earnings as possible in Defense Bonds and Stamps every week or month throughout the year. For example, in every factory, department store or other place of business, committees or agents should be designated who can apportion the total personnel among themselves so as most efficiently and continuously to carry on the person-to-person promotional work that is so vitally necessary.

Ideally, this might mean a Defense Savings Committee or Agent for every 10 or 20 workers in a plant; for every 15 or 20 farmers, and for a similarly limited number of teachers, doctors, lawyers, salesmen, employers, and every other wage earning and income-receiving group.

Ideally, too, such committees and such agents should be recruited from among the group for which they have responsibility. Thus, a Defense Savings Committee, to reach every lawyer, should be made up of members of that profession. The Defense Savings Committee to promote the sale of Defense Bonds among workers in mines and factories should likewise be composed of men who themselves are employed in those mines and factories, and hence are in daily association with their fellow employees. Committees so composed will not only be in a position to carry on a continuous promotional effort, but because they enjoy the friendship and confidence of those to whom they appeal, their efforts are more likely to be successful.

The Pledge campaign should serve as an ideal vehicle for calling into existence and extending this type of organization. If this is done, we shall not only insure success for the Pledge campaign itself, but we shall have an organization which can follow through to the end that these Pledges may be fulfilled.

The Pledge

The Pledge itself is printed below. It should be read with great care by everyone engaged in setting up, administering or supervising the canvass.

This Pledge is the foundation of the Pledge campaign. It is of the greatest importance, therefore, that all concerned with presenting it to the people shall have a thorough understanding of its character.

Inspection of the Pledge itself will reveal the following points:

1. The Pledge card is *not* an order form. It does *not* constitute a formal legal contract on the part of the Pledgor. It *is* a definite moral obligation on the part of the person who signs it, to purchase Defense Bonds on a regular plan.
2. The Pledgor agrees to carry on a systematic purchase program for the duration of the war, or as long as he is financially able to do so.

U. S. Treasury Department
Defense Savings Staff

PLEDGE FOR REGULAR INVESTMENT IN DEFENSE SAVINGS BONDS

NOTE—This is not an order form. The Signer will buy Defense Savings Bonds by one of the methods listed below:

To aid the National Defense, I pledge that,

I will invest the sum of \$_____ in Defense Savings Bonds (or Stamps) each

I will buy these Bonds:

- ☐ From a post office, bank, or other sales agency.
- ☐ By mail from the Treasurer of the United States, Washington, D. C.
- ☐ Under a Pay-Roll Savings Plan (or other similar arrangement for regular purchasing) in effect at my place of employment:

(Employer's name)

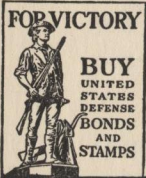
(Employer's business address)

- ☐
- Through a regular purchase plan installed by the following organization:

(Name of organization)

(Address)

I will faithfully fulfill this pledge for the duration of the War or so long as I am financially able to do so:



(Print) _____
 (Given name) (Middle initial) (Last name)

(Given name)

(Middle initial)

(Last name)

(Street and number)

(City)

(State)

(Date)

(Signature)

(Name of Organization and Agent Securing Pledge)

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3. Four different plans for regular purchase of Defense Bonds are listed on the Pledge card. The Pledgor is to check the plan which he will use, or is using.
4. If, prior to signing, the Pledgor has already been following a systematic Defense Bond purchase program, the formal signing of the Pledge does not mean that he is adding a second purchase program to that which he had already undertaken. The Pledge form provides an opportunity for the Pledgor to indicate that he is following a definite plan at the time of signature and his copy will be acknowledgment thereof.
5. The Pledge is a *confidential* agreement and under no circumstance will the information which it contains be disclosed either to other Pledgors or to the general public.

To provide the Pledgor with tangible evidence of his participation in financing defense, stickers will be provided for display on automobile windshields, doors and windows of dwellings, shops, etc. This sticker, designed by the Art Department of the Defense Savings Staff, will be an effective and appealing reproduction of the Minute Man of the Revolution, with the wording "We are buying Defense Bonds and Stamps." It is expected that this sticker will aid greatly in encouraging the enrollment of Pledgors.

Suggestions to State Chairmen and Administrators

In order to conduct the Pledge campaign certain important steps should be taken *at once* by State Chairmen and State Administrators. Among these are the following:

1. If the set-up of city, town, county or other local committee organizations is incomplete in any State, the formation of such committees at the places unorganized or only partially organized should be undertaken and completed immediately. A review of existing committee organizations should be made with a view to bringing them to war strength. No effective canvass can be carried on where the organization is inadequate or incomplete.
2. State Chairmen and State Administrators should be sure that each local committee now includes representatives from each major social, professional and economic group of the community. Only by having a local committee, the membership of which represents a good cross-section of community influences, can appropriate canvass workers, methods and coverage be assured.

3. Steps should be taken to insure that each local committee meets promptly, with full attendance of members arranged in advance. Definite plans should be made at such meetings for a thoroughgoing Pledge campaign for the community concerned, along the lines previously and subsequently suggested.
4. Each State Chairman and State Administrator should make sure that an adequate supply of Pledge cards is available for the use of each local committee.
5. Local committee chairmen and other canvass supervisors should have impressed upon them that *under no condition* are the solicitors to accept from Pledgors money to be used for the purchase of Bonds or Stamps, or in part payment therefor. Persons indicating the desire to purchase immediately should be referred to regular outlets. Canvassers also should be cautioned not to leave blank Pledge cards with a prospect, for later signature, save in exceptional circumstances. A repeat call by the canvasser is much preferable.
6. Full advantage should be taken of the cooperation offered by the many organizations and groups which have volunteered their help, and that of their offices, staffs, and members, to the Defense Bond Program. Among such organizations are:

American Legion

American Legion Auxiliary

General Federation of Women's Clubs.

Veterans of Foreign Wars

Boy Scouts

National Association of Life Underwriters

American Association of Life Insurance Presidents

American Bankers Association

U. S. Chamber of Commerce

Investment Bankers Association

National Electrical Manufacturing Association

Democratic National Committee

Republican National Committee

National Association of Mutual Savings Banks

Labor Unions

Women's Organizations

and many others known to local committees.

7. It is important that State Chairmen and Administrators give local chairmen careful and detailed instructions in regard to the handling of signed Pledge originals and duplicates. Local chairmen should make plain to canvassers and their immediate supervisors the need for exercising great care in preserving these signed Pledges and in forwarding them to the designated officer at the central office of the local committee.
8. The Pledge is in triplicate. The original signed Pledge is for the records of the Treasury Department, at Washington. The duplicate is for local record; it is either to be retained by the local committee, or sent to State headquarters. In each State the State Administrator will determine which of these plans for keeping the duplicate Pledge will be used. The third copy is to be retained by the Pledgor, as a record of his participation. It can be readily displayed by the Pledgor in cases where he is solicited more than once.
9. A designated officer at the central office of the local committee should be instructed to transmit the original Pledges to the Field Director, Defense Savings Staff, Washington, D. C. In those States in which each local committee keeps the signed Pledge duplicates, proper facilities for filing these must be provided. Where this plan is employed, complete report of Pledges should be made to the State Administrator at the end of each week, or at such other intervals as may be stipulated by him. This report should set forth the number of Pledges secured, the number of originals forwarded to Washington, and the location of the files containing the duplicates. In those States in which the signed Pledge duplicates are to be forwarded to the State Defense Savings Staff headquarters, local committee chairmen should see to it that they are forwarded there with reasonable promptness, and in accordance with the desires of State Headquarters.
10. The State Chairman and Administrator in each State should urge the chairmen of local committees to arrange as soon as they can do so, suitable space to be used in the enrollment, instruction and headquarters for canvassers. In most communities, courtrooms, schoolrooms, city hall quarters, etc., should be available for assembly or meeting purposes.
11. State Chairmen, State Administrators and staffs will find it highly advisable to order the printed literature needed for the campaign as soon as possible. Specifically, orders should be placed early in the preliminary phases of the program for the following: (1) *The Pledge Campaign—Suggestions to Chairmen, Administrators, State and Local Committees*; (2) *Handbook for Canvassers*; (3) *Stickers*.

12. In each State, the State Chairman and State Administrator should lay careful plans for the most effective possible publicity and promotion campaign prior to and during the actual canvassing. The importance of the Pledge campaign should be brought to the attention of the directing heads of newspapers, radio stations, and motion picture theaters. Their cooperation should be solicited for a planned and sustained program strong enough to launch the activity impressively in each part of the state. Speakers Bureaus of all local committees should have Pledge card talks of three or four minutes duration presented at every meeting and public gathering in every community for a period of at least two weeks before the start of the canvass. Schools and labor organizations should likewise be visited by speakers, or announcements arranged for, so that no group is overlooked.

The Trade (Retail and Wholesale) Committees should request every merchant using any medium of advertising to tie suitable copy into his message urging all-out support to the Pledge canvass.

Every effort should be made to promote programs of a State-wide nature—such as State-wide broadcasts, billboard tie-ins, street car and bus cards, etc.—so that the State is blanketed with Pledge card information *before the canvass begins*. If this is well done, a good part of the job will have been accomplished to insure public acceptance and support.

Method of Canvass

1. It is not intended to lay down any hard and fast rules for the conduct of the canvass throughout the Nation. In each State, the responsibility for the success of the program will rest with the State Defense Savings organization, including the local and county committees. These groups will be expected to design methods to meet the varying problems and conditions found in the different local communities. While it is not intended that the Pledge canvass start throughout the Nation simultaneously, *it is suggested that the campaigns be State-wide unless some exceptional condition should prevent all parts of the State from beginning at the same time*. The date for each State's program shall be left to the discretion of the State Chairman and State Administrator. Thoroughness in planning and conducting the campaign is more to be desired than speed.

2. The first step in the organization is to arrange a meeting with the local committee heads, or a series of meetings throughout the State with all members of the local committees, including any additional permanent appointees that are necessary to give you full representation of every section of the State. Included, too, should be representatives or heads of any labor, social, civic, commercial, or patriotic groups that are not now represented on your local com-

mittees. You may then decide to set up special Pledge Card Committees, or use your local organization as a whole for a Pledge Card Committee. The so-called Pledge Card Committee in each community (city, town, county, parish, or district) would then set about to district its area and secure workers. The number needed will depend on the geographic area and the population involved. The organizations listed in Section 6 of "Suggestions to State Administrators" (page 6) have recently offered their services to the Defense Savings Program. In addition there are many groups, such as the D. A. R., Rotary, Kiwanis, Lions; fraternal orders such as Masons, K. of C., I. O. O. F., Elks, Moose; professional associations, such as medical societies, bar associations, numerous neighborhood and community clubs, citizens, associations, Labor Union Auxiliaries, Parent-Teacher organizations, and numerous women's clubs. All these can be called upon to take part.

The following suggestions for the actual conduct of the canvass are offered for your serious consideration:

a. *Group-Occupation Canvass.*

This canvass would be conducted by having a committee set up to handle each of the major occupational groups which, together, include a majority of the people with regular income in the Nation. This committee would contact every person within its group at his place of business or employment. In towns and cities where Community Chest, community drives, or centralized annual charity drives are held, similar plans of contact with the employee at his or her place of employment have been successfully carried out. In every factory, store, office or other place of business, committees or agents would be designated within the firm to carry out the Pledge Canvass. *These committees could then serve as permanent Defense Savings Committees in these places and among these groups.* A list of such groups and places of employment, showing the number of workers in each, is available in every town and city. To understand how the "Group-Occupation Canvass" can reach most of the people with regular income without unnecessary duplication, we have but to study the following occupational statistics from the United States Census:

(Figures taken from *Statistical Abstract of the United States*)

<i>Manufacturing and Mechanical Industries</i>	14,110,652
Includes such groups as:	
Carpenters	929,426
Manufacturing Foremen	338,504
Mechanics	638,253
Painters, Glaziers	528,931
Clothing Industries	488,909
Food Industries	224,416
Iron, Steel, Machinery	651,398

<i>Transportation and Communication</i>	3,843,147
Includes such groups as:	
Telephone Operators	248,884
Mail Carriers	121,233
Truck and Tractor Drivers, Draymen and Teamsters	1,083,642
(Not including drivers for bakeries, stores, and laundries, which are included under <i>Trade</i> .)	
<i>Trade</i> (All retail, wholesale and jobbing establishments)	6,081,467
Includes such groups as:	
Salesmen, Saleswomen, Clerks	2,470,994
Retail Dealers—including managers, superintendents, and small dealers	1,703,522
<i>Clerical</i>	4,025,324
Includes such groups as:	
Stenographers, Typists, Bookkeepers, Cashiers, Accountants, Messengers, Office Help, and Unclassified Clerks.	
<i>Public Service</i>	2,749,438
Includes such groups as:	
Municipal, county, State, and Federal, exclusive of military and not otherwise classified—such as clerical, etc.	
<i>Professional</i>	3,253,884
Includes such groups as:	
Doctors	153,803
Lawyers, Judges, and Justices	160,605
Teachers	1,044,016
Nurses	294,189
Dentists	71,055
Clergy	148,848
Technical Engineers	226,249
Musicians and Music Teachers	165,128
<i>Forestry, Fishing and Mining</i>	1,234,792
Includes such groups as:	
Coal Mine Operatives	621,661
Lumbermen, Raftsmen and Woodchoppers	162,233
<i>Agriculture</i>	9,562,059

Persons employed in Manufacturing and Mechanical industries, Transportation and Communications, Trade, Forestry, Fishing and Mining, and Clerical groups total nearly 30,000,000. Practically all of these can be reached at their place of employment through a systematic block-to-block or occupational canvass, by committees or agents, each responsible for a limited number of persons. Some groups can best be reached through arrangement with their central headquarters or through their central organization. Thus, mail carriers could be reached at the post office or central mail depots by committees or agents designated by the Postmaster or by an official of their own organization. Similar arrangements might be made in the case of Telephone Operators, Railway Employees, and Mine Workers.

It would be possible, in like manner, to reach all public and governmental employees. Professional groups, such as Teachers, Doctors, Lawyers, Dentists, and Nurses can most effectively be canvassed through committees of their own professions.

b. Rural Canvass.

The United States Department of Agriculture has volunteered to handle the Pledge campaign among all farmers and ranchers in every State in the Nation. The rural canvass will be conducted through the active cooperation of the State and County U. S. D. A. War Boards, which are composed of representatives of most of the governmental Agriculture agencies operating in the States and counties. The Chairmen of the War Boards are the ranking Agriculture Adjustment Administration officials, in each State and county. The AAA has made one request of the Defense Savings Staff, namely, that these Agricultural War Boards be given the exclusive responsibility for the rural canvass so that there will be no conflict of duties, or duplication of effort by other farm organizations.

It is very important that each State Administrator contact the State Chairman of the U. S. D. A. War Board and arrange for proper contact between the local Defense Savings Chairman and the County U. S. D. A. War Chairman. Together they can work out the details of the canvass, distribution of cards and literature, as well as the collection of cards after the canvass.

Thus, through the "Group-Occupation" and Rural Canvass, 44,860,763 persons can be given an opportunity to sign a Pledge Card. If well planned and conducted, such a canvass need not involve any serious duplication.

c. House-to-House Canvass.

The successful carrying out of the "Group-Occupation" and Rural Canvass would still leave between 10 and 15 million people that had not been given an opportunity to sign a Pledge. Each and every home in every community could

be visited by a canvass worker and efforts made to obtain Pledges from all persons with income who have not already been reached—such as, many members of the families of numerous people already pledged, who have income available and consequently should be given an opportunity to sign a Pledge. Only in this way can everyone be reached. The duplication of this effort can, at worst, be charged to effective promotion for the Defense Savings Program.

The house-to-house canvass will call for a well laid-out plan of organization and will require the help of thousands of workers in the metropolitan areas and hundreds in the less populous towns and cities. These workers can be secured from many sources, but the list of organizations suggested (page 6) should be very helpful. Districting of towns and cities can be worked out by the local committees with the aid of precinct leaders, experienced Red Cross workers, election officials, etc. Workers should be gathered together in each of the many districts for guidance and instruction and the distribution of pamphlets, Pledge card and sticker supplies. You may have as many workers as one or two to each block in every town and city. With the thousands of offers of cooperation that have reached the Secretary from heads of innumerable organizations (see Section 6 of "Suggestions to State Administrators"), it is not anticipated that obtaining workers will be a problem, but that the big task will be to organize and utilize their efforts.

d. *"Clean-up" Canvass.*

Another suggestion that might be used to augment your other canvass activities is the staging of a clean-up "M" Day, or days, to be held throughout the State. At such time, some central locations—such as schools, city halls, civic auditoriums, precinct polling places, etc.—could be kept open for volunteer Pledge-signing by anyone not reached by the Group-Occupation, Rural, or House-to-House Canvassers. With the cooperation of Governors and Mayors, some public celebration might be held in conjunction with such an effort if the number of Pledges already received indicated that many had still not signed. This would serve as an added opportunity for anyone who, for any reasons including lack of understanding, had not signed earlier in the campaign. A further suggestion for "clean-up" activities would be to form special committees in every organized club, group, society and association for a recheck of their own membership."

Conclusion

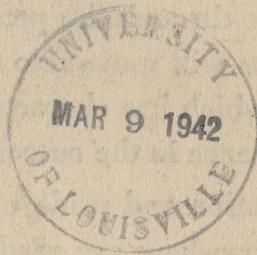
It is the confident belief and expectation of the Treasury Department that the vast, Nation-wide field organization which has been engaged in furthering national defense through the promotion of regular purchase of Defense Bonds and Stamps will move into this new project with assurance and pride. The success which has characterized its earlier efforts affords a basis for complete confidence in the outcome of this new campaign.

Today, patriotic devotion and pride of Government is surging over the land. Americans everywhere are ready to do their utmost to bring victory. This Pledge will offer millions of our people the opportunity and the privilege to help save America, and to help secure their own future at the same time. The Defense Bond Program opens wide the path to participation in a program which will help to make sure that "Government by the people shall not perish from the earth."

R. W. SPARKS,
Field Director,
Defense Savings Staff.



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